MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2016/2017

BPM3014 – PROJECT MANAGEMENT

(All Sections)

15 OCTOBER 2016
9.00 a.m. - 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **THIRTEEN (13)** printed pages with **TWO (2)** sections.

2. Answer **ALL** sections.

3. Marks are shown at the end of each question.

SECTION A: MULTIPLE CHOICE QUESTIONS (60 MARKS)

1. Which of the following is an input to the Develop Project Team process?
   A. Resource Requirements
   B. Resource Conflicts
   C. Resource Calendars
   D. Resource Breakdown Structure

2. Successful conflict management results in:
   A. Decreased productivity but positive working relationships
   B. Greater productivity and positive working relationships
   C. Greater productivity but negative working relationships
   D. Decreased productivity and negative working relationships

3. The transition from one phase to another within a project's life cycle (e.g.: from design to manufacturing) is typically marked by:
   A. Kill point
   B. Monte Carlo
   C. Constraint
   D. Decision tree

4. Ongoing operations and a project both have Initiating Processes, but only a project has _____.
   A. Planning Processes
   B. Closing Processes
   C. Controlling Processes
   D. Executing Processes

5. Which of the following is an Enterprise Environmental Factor?
   A. Configuration management knowledge base
   B. Change control procedures
   C. Historical information
   D. Commercial databases

6. What is a recommended method for controlling change within a project?
   A. Have only the project manager able to initiate change
   B. Have each change approved or rejected through a formal change control process
   C. Allow each project member ultimate control of changes within their scope of the project without a review process
   D. Freeze scope and allow absolutely no changes

Continued...

7. The project manager of a project calls you in as a consultant to provide inputs on developing the Project Charter. According to PMBOK, your contribution to the project could be best termed as:
   A. Professional Consultant
   B. Expert Judgement
   C. Charter Consultant
   D. Expert Consultancy

8. Which process is concerned with providing forecasts to update current cost information?
   A. Monitor and Control Project Work
   B. Project Management Information System
   C. Close Project or Phase
   D. Direct and Manage Project Work

9. Which of the following would not be considered an Enterprise Environmental Factor during the Develop Project Charter process?
   A. Scope statement
   B. Organizational infrastructure
   C. Governmental standards
   D. Marketplace conditions

10. The Close Project or Phase process is not applicable to:
    A. Projects being cancelled
    B. Projects being closed
    C. Project phase being closed
    D. Projects being reactivated

11. Which of the following is not a Group Creativity Technique used in the Collect Requirement process?
    A. Nominal group technique
    B. Pareto chart
    C. Mind mapping
    D. Affinity diagram

12. Linda is a project manager in charge of an online banking project. The project has completed phase 1 and is moving into the next phase of the project. For phase 2, which of the following processes must be performed first?
    A. Define Scope
    B. Identify Stakeholders
    C. Develop Project Charter
    D. Develop Project Management Plan

Continued...

13. Which of the following processes is not a part of the Project Scope Management process?
    A. Create WBS
    B. Control Quality
    C. Control Scope
    D. Collect Requirements

14. The WBS is finalized by establishing control accounts for the work packages and a unique identifier from a code of accounts. This provides a structure for hierarchical summation of:
    A. Schedule and requirements information
    B. Cost and requirements information
    C. Cost and resource information
    D. Cost, schedule and resource information

15. Uncontrolled project scope changes are often referred to as _____.
    A. Scope creep
    B. Scope verification
    C. Value Added Scope
    D. Scope control

16. While planning the schedule for your project, you frequently refer to the project calendar. The project calendar is:
    A. A calendar containing the days on which various meetings are scheduled within the project team
    B. A calendar of working days or shifts that establishes those dates on which schedule activities are worked
    C. A calendar containing the list of days on which the project team members will be on leave
    D. All of the above

17. As a project manager, you are in the process of preparing the schedule for the project. Which of the following accurately depicts the sequence of your activities before you began preparing the project schedule?
    A. Sequence Activities, Estimate Activity Resources, Estimate Activity Durations
    B. Sequence Activities, Estimate Activity Durations, Estimate Activity Resources
    C. Estimate Activity Resources, Estimate Activity Durations, Sequence Activities
    D. Estimate Activity Durations, Sequence Activities, Estimate Activity Resources

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18. After one year of construction, an office building is scheduled to be completed on 30 January. The landscaping work needs to start 15 days prior to completion of the building. Which of the following relationships most likely represents the relationship of the start of landscaping work to the completion of the office building?
    A. Finish-to-start with a 15-day lead
    B. Start-to-finish with a 15-day lead
    C. Finish-to-start with a 15-day lag
    D. Start-to-finish with a 15-day lag

19. You are the project manager of a project. As part of the planning process, you utilize a planning technique to subdivide the project scope and deliverables into smaller, more manageable components. What is this technique called?
    A. Unit task analysis
    B. Decomposition
    C. Rolling wave planning
    D. Arrow Diagramming Method

20. The accuracy of Activity Duration estimates can be improved by considering the amount of risk in the original estimate. The three types of estimates on which three-point estimates are based are:
    A. Budgetary, ballpark, and Order of Magnitude.
    B. Best Case scenario, expected scenario and current scenario.
    C. Most likely, likely and unlikely
    D. Most likely, optimistic, and pessimistic

21. The Cost Performance Baseline is a time-phased budget and is used as a basis to measure, monitor, and control overall cost performance of the project. It is usually displayed in the form of:
    A. An S-curve
    B. An inverted S curve.
    C. Pie-chart
    D. A Z curve

22. Contingency Reserves are estimated costs to be used at the direction of the project manager to deal with:
    A. Scope creep
    B. Anticipated but not certain events
    C. Unanticipated events
    D. Anticipated and certain events

Continued...

23. A project is estimated to cost $50,000 with a timeline of 50 days. After 25 days, the project manager finds that 50% of the project is complete and actual costs are $50,000. What is the Cost Performance Index (CPI)?
    A. The CPI is 1
    B. The CPI is 1.5
    C. The CPI is 2
    D. The CPI is 0.5

24. An estimating technique that uses a statistical relationship between historical data and other variables (such as square footage in construction or lines of code in software development) is known as:
    A. Parametric Estimating
    B. Analogous Estimating
    C. Bottom-up Estimating
    D. Historical Analysis

25. Gordon has recently taken over a project as the project manager. The project is already halfway through execution. Reviewing the project management plan, Gordon found out that the project's WBS is not aligned with the project management plan and the 100% rude was ignored. What does this mean?
    A. The WBS doesn't contain all of the project and product work mentioned in the work management plan.
    B. The project is not halfway through the execution.
    C. The project management plan can never be 100% complete.
    D. The project cannot be completed on time.

26. What is control chart?
    A. A type of a RACI chart
    B. A chart that shows the root cause of a problem
    C. A type of a fishbone diagram
    D. A chart that shows the stability of a process

27. A project manager is unsure of the difference between perception and accuracy and asks for your help in understanding the difference between these two terms. Which of these responses would be the best response to such a question?
    A. Precision is consistency that the value of a repeated set of measurements are clustered and have little scatter whereas accuracy is correctness that the measured value is very close to the true value.
    B. Accuracy is consistency that the value of repeated set of measurements is clustered and has little scatter whereas precision is correctness that the measured value is very close to the value.
    C. Accuracy and Precision are equivalent and normally specified in the SOW by the customer who issued the SOW.
    D. Accuracy is more important than precision. The project management team must decide the level of accuracy required.

Continued...

28. The technique of comparing actual or planned project practices to those of other projects to generate ideas for improvement of and to provide a basis by which to measure performance is known as:
    A. Workbench
    B. Benchmarking
    C. Quality Control
    D. Dependency

29. There is a serious defect in the finished product of a project that was completed a few months ago, resulting in a recall campaign to recall the defective products. What would be the best classification for these types of costs?
    A. To complete performance index (TCP)
    B. Cost variance
    C. Cost of conformance
    D. Cost of non- conformance

30. Ken is managing a project in which the morale of the team is very low, the team members have been on the project for more than a year; though the project is due to end in a few weeks' time, they still do not know what is in store for them. What should Ken have planned better to avoid such a situation?
    A. Ground rules
    B. 360-degree feedback
    C. Job rotation within the project.
    D. Staff release plan

31. You are the project manager of a project whose team has interacted with a number of stakeholders. You believe that in order to have an objective project performance appraisal, you would like to obtain feedback for the project team members from all the people they have worked with, including superiors, peers, and subordinates. Project performance during which of the following process?
    A. Close Project or Phase
    B. Acquire Project Team
    C. Manage Project Team
    D. Develop Project Team

32. Which of the following is not a tool and technique of the Plan Human Resource Management Process?
    A. Organizational theory
    B. Networking
    C. Organization chart
    D. Rewards and recognition

Continued...

33. Which of these is not an Enterprise environmental factor that can influence the Plan Human Resource Management process?
    A. Organizational Culture
    B. Lessons learned on organizational structures
    C. Marketplace conditions
    D. Personnel administration policies

34. Which of the following is not provided by communications management plan?
    A. Stakeholders communication requirements
    B. Frequency of communication
    C. Person responsible for communicating the information
    D. Desired and current engagement levels of key stakeholders

35. You are holding a kickoff meeting for the built-out of a new data center. This will be the largest, costliest and most complex project you have worked on in your career. You have counted 52 stakeholders, vendors, and project team members. To stress to them how important and difficult communication will be on the project, you want to tell them how many channels of communication exist on the project. What would you tell them?
    A. 2625 channels exist on the project
    B. 52 channels exist on the project
    C. 2704 channels exist on the project
    D. 1326 channels exist on the project

36. You are working on a project with the fixed-free contact; therefore, communications should tend toward:
    A. Formal Verbal Communication
    B. Informal Written Communication
    C. Formal Written Communication
    D. Informal Verbal Communication

37. A project initially starts out with three stakeholders, but the number increases to seven during the course of the project. How many channels does the project manager need to manage now?
    A. 18 channels
    B. 10 channels
    C. 21 channels
    D. 7 channels

Continued...

38. You are the Project Manager and you are responsible for the development of a mall. As with any construction project, there will be multiple iterations of blueprints and engineering drawings. Therefore, you have decided to create an online database which can be used to query the documents by name, type, date, etc. This is an example of what type of communication tool?
    A. Project Management Information System
    B. Lessons Learned
    C. Project Records
    D. Configuration Management System

39. Which of these is a valid response to negative risks and not to positive risks?
    A. Exploit
    B. Mitigate
    C. Enhance
    D. Share

40. Which of these is accurate regarding risk management?
    A. Organizations are not likely to perceive risk as a threat to project success
    B. It had its origins in the uncertainly present in all projects
    C. The attitude of individuals and organizations must not be a factor affecting risk management
    D. It is a passive activity in project management

41. Your project sponsor has asked you to present your project's high-level risk register to him in the next project update meeting. To create your high level risk register, which of the following processes must be performed?
    A. Plan Risk Management
    B. Perform Qualitative Risk Analysis
    C. Identify Risks
    D. Control Risks

42. Which of these in an input to the Control Risk process?
    A. Risk audits
    B. Change requests
    C. Work Performance information
    D. Work Performance Reports

43. Which of these is not an input to the Control Procurements Process?
    A. Agreements
    B. Change requests
    C. Work performance data
    D. Work Performance reports

Continued...

44. Which of the following is not a tool or technique of the Control Procurements process?
    A. Payment System
    B. Configuration Management System
    C. Contact Change Control System
    D. Records Management System

45. You have received a proposal for an RFP that was sent to vendors. One of the Vendors has proposed doing the project for $12,500. The cost for the project is $10,000 and their profit will be $2,500. Which type of contract is most suitable for this situation?
    A. Cost Plus Fixed Fee
    B. Cost Plus Percentage of Cost
    C. Fixed Price
    D. Cost Price Incentive Fee

46. Your Company requires that before you purchase any routers or switches for the data center you are building; you need to solicit quotes from three suppliers prior to submitting the purchase request to the finance department. This policy belongs to:
    A. Organizational Process Assets
    B. Enterprise Environmental Factors
    C. Procurement Management Knowledge Area
    D. Make-or-Buy Decision

47. Which process involves verification and acceptance of all project deliverables and thus supports Close Project or Phrase process?
    A. Perform Integrated Change Control
    B. Validate Scope
    C. Estimate Activity Duration
    D. Control Costs

48. Gordon is currently developing his project's stakeholder management strategy. All enterprise environmental factors should be considered during this process. Which the following enterprise environmental factors should receive particular attention during this process?
    A. Project templates
    B. Lessons learned from past similar projects
    C. Commercial Databases
    D. The Organization's culture and structure

Continued...

49. Daniel is the project manager for a factory construction project. Daniel has recently joined this organization and is not fully aware of the organization's culture and structure. In order to manage his project stakeholders, Daniel has to understand them better. Which of the following can provide Daniel some historical information regarding stakeholder management on previous projects?
    A. Project management plan
    B. Enterprise Environmental Factors
    C. Organizational process assets
    D. Project charter

50. Project Stakeholder Management is focused on engaging project stakeholders with the project. What is the objective of keeping the project stakeholders engaged with the project?
    A. To manage their expectations So that the project objectives are achieved.
    B. Using consistent project management methodology across organizational projects.
    C. To motivate the project team members.
    D. To demotivate the negative stakeholders.

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SECTION B: STRUCTURED QUESTIONS (40 Marks)

There are THREE (3) questions in this section. Candidates MUST answer ANY TWO (2) questions.

Question 1

a) What is a Project?

(5 Marks)

b) Most firms face serious constraints in capital and other resources and have to choose among numerous valuable potential projects. Your capital rationing method of choice is the Discounted Payback Period.

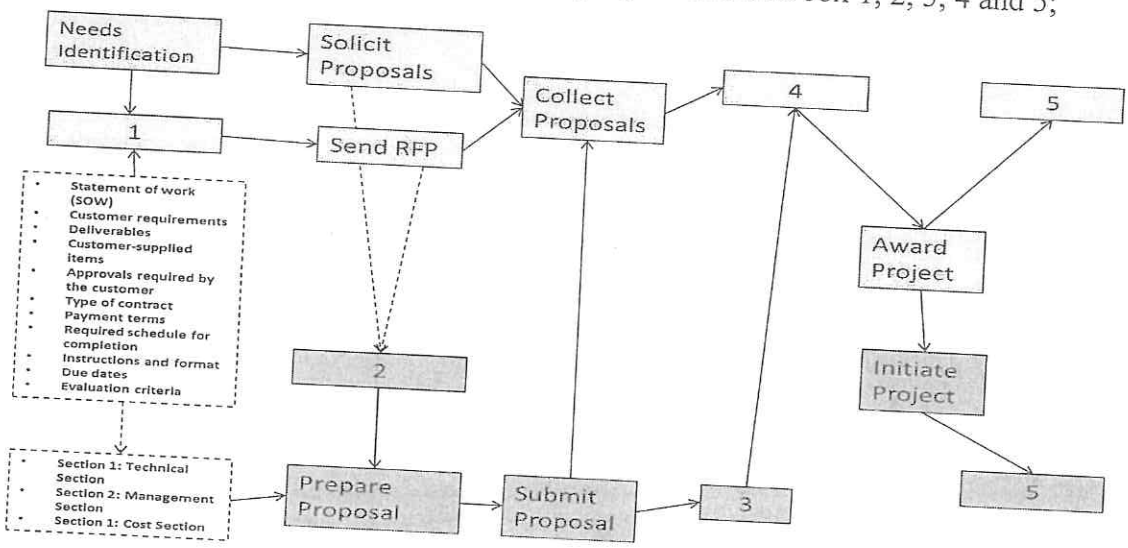
Project A:

- Initial investment cost – $2000.00
- Cumulative discounted cash inflows:
  - Year 1 $934.40
  - Year 2 $1833.40
  - Year 3 $2673.02
  - Year 4 $3465.11

Given the information above, determine the payback period for project A.

(5 Marks)

c) Complete the following diagram by specifying the items in box 1, 2, 3, 4 and 5;



(5 Marks)

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d) Complete the following table by specifying the items in box 1, 2, 3, 4 and 5;

	Weak Matrix	**Balanced Matrix**	**Strong Matrix**
PM's Authority	1	2	3
PM's Role	Part time	Full time	Full time
Common Title for PM's Role	Project Coordinator / Leader	Project Manager / Officer	Project Manager / Program Manager
Project Management Admin Staff	Part time	4	5
% of performing organisation's staff assigned full time to project work	0-25%	15-60%	50-95%

(5 Marks)

Question 2

Given the following project details, identify the project's critical path by determining the floats;

Activity	**Duration**	**Successor**
A	5	B, C, D
B	10	E
C	15	E, F
D	12	H
E	8	G
F	4	H
G	3	I
H	2	I
I	20	-

(20 Marks)

Continued...

Question 3

a) You are managing a project with the following cost management plan;

Month	Physical Progress	Cost
1	25% Completed	$60000
2	50% Completed	$50000
3	75% Completed	$80000
4	100% Completed	$10000
	Total	$200000

You are currently halfway through the third month. Your team has only managed to complete 20% of that month's work. To date, you've spent $150000. You had successfully delivered your previous milestones and you would like to continue to do so. Determine the project's Cost Variance, Schedule Variance, Cost Performance Index and Schedule Performance Index. (12 Marks)

b) Based on the information provided above and the performance measurements you have determined, what is the estimate total cost of the project at completion according to the current performance rate? (8 Marks)

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